

LTP Elected Member Strategic Direction Setting Retreat

9-10 Feb 2023

Agenda – Thursday



MORNING

- 1 - Refocus: Long-Term Plan
- 2 – City sector group views for the LTP
- 3 - City Vision
- 4 - Goal-by-goal discussion

Lunch

AFTERNOON

- 4 – Goal-by-goal discussion continued
- 5 - The LTP path ahead
 - Major tasks from here for EMs
 - Managing our time available

EVENING: Team building and dinner

Agenda – Friday

MORNING

Regroup and recap

6 - How we work together:
led by Dep Mayor & CE

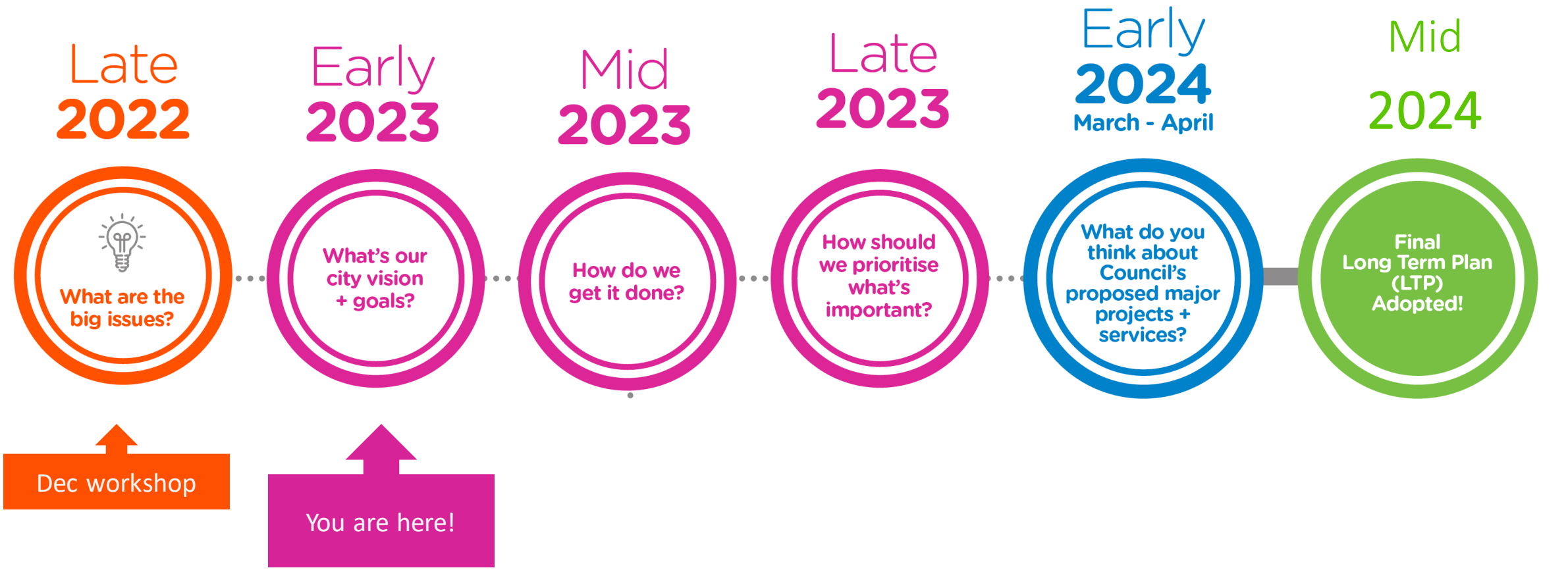
7- Other items arising from day one

Early lunch (finish)



1) Refocus: Long Term Plan

1) Refocus: Long-Term Plan



Six “golden rules” of a good LTP



1) Outward focus – understands the key issues, external environment and community needs/aspirations

2) Long-Term view – not constrained to electoral cycle or even just 10 years

3) Strikes a realistic balance – affordable. Community needs and aspirations are balanced with a willingness and ability to pay

4) Tells one integrated story – single and cohesive, with all parts connected and making sense

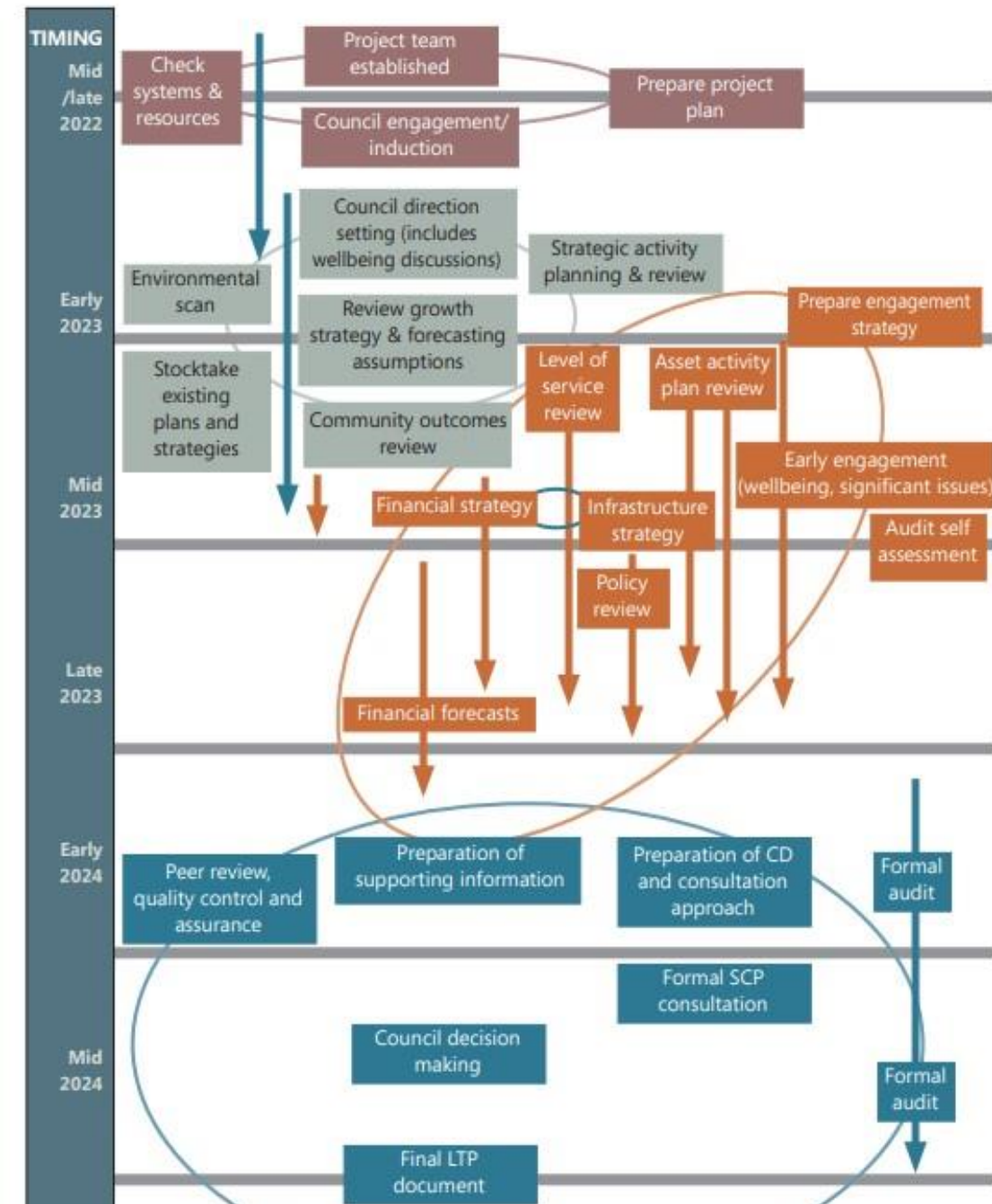
5) Grounded in the present – with the best data and assumptions available

6) Good project management discipline – many moving parts requires planning ahead, careful project management, and sequencing things in the right order

Why are we talking about the 2024 LTP now?

There are many moving and iterative pieces to the LTP which are connected. We need to....

TOOL TWO: AN INDICATIVE LTP PROCESS MAP

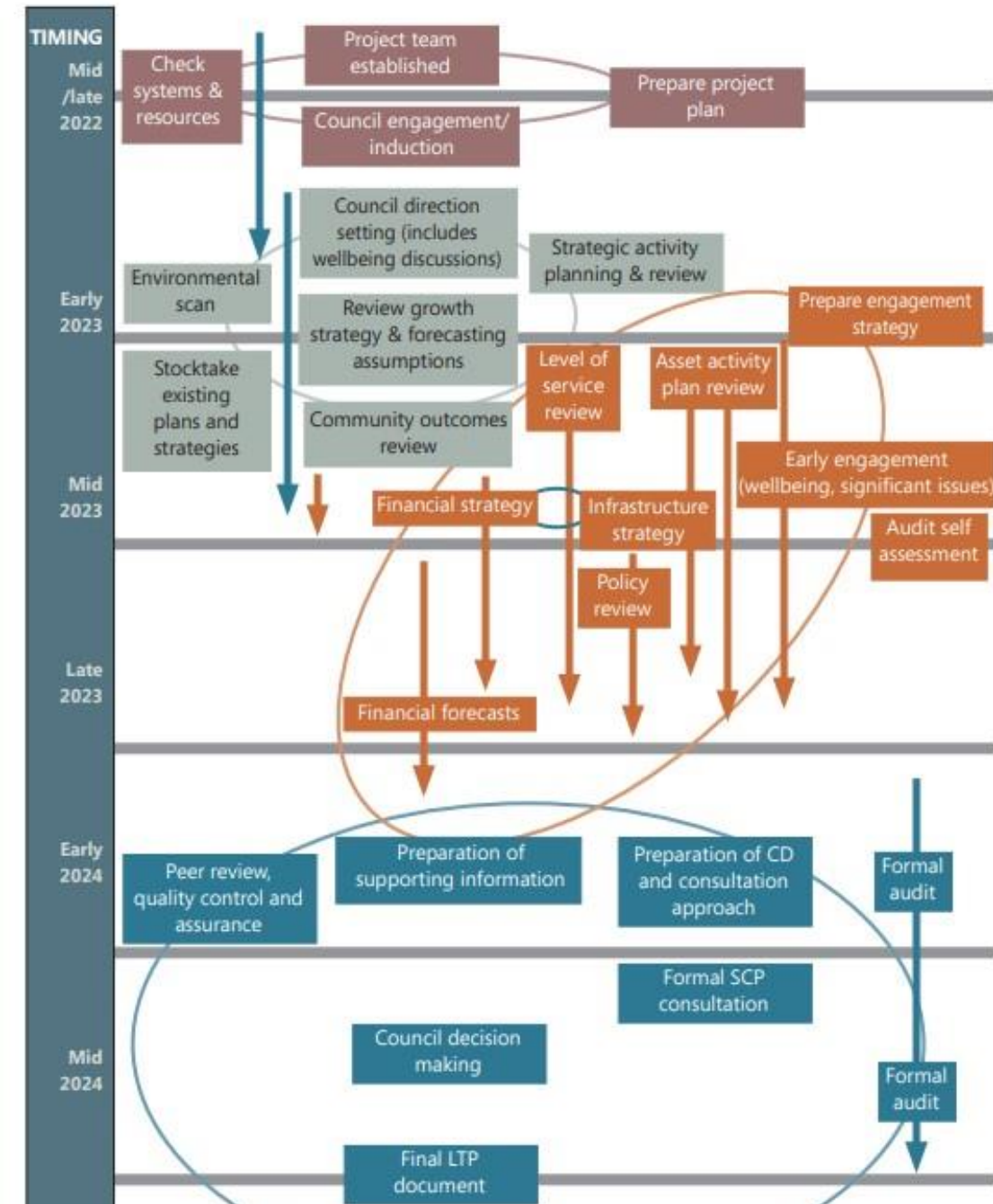


Why are we talking about the 2024 LTP now?

There are many moving and iterative pieces to the LTP which are connected. We need to....

- get key timeframes and work expectations into EM & staff schedules
- advise/negotiate expectations with third parties (auditors, CCOs etc.)
- do comprehensive planning, identifying and integrating key tasks and mini-project plans
- identify further work-shopping needs with EMs (especially key issues for resolution).

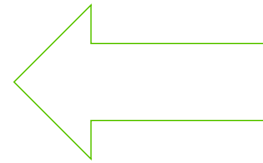
TOOL TWO: AN INDICATIVE LTP PROCESS MAP



Strategic direction setting

Why

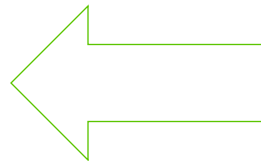
Vision
Aspirations
Goals



Started in Dec Workshop
Broadly comfortable with
current high-level goals
Some refinement sought

How

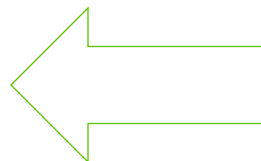
Strategy
Priorities
Principles



What do we mean by the goals?
What's most important?
Where are the shifts?

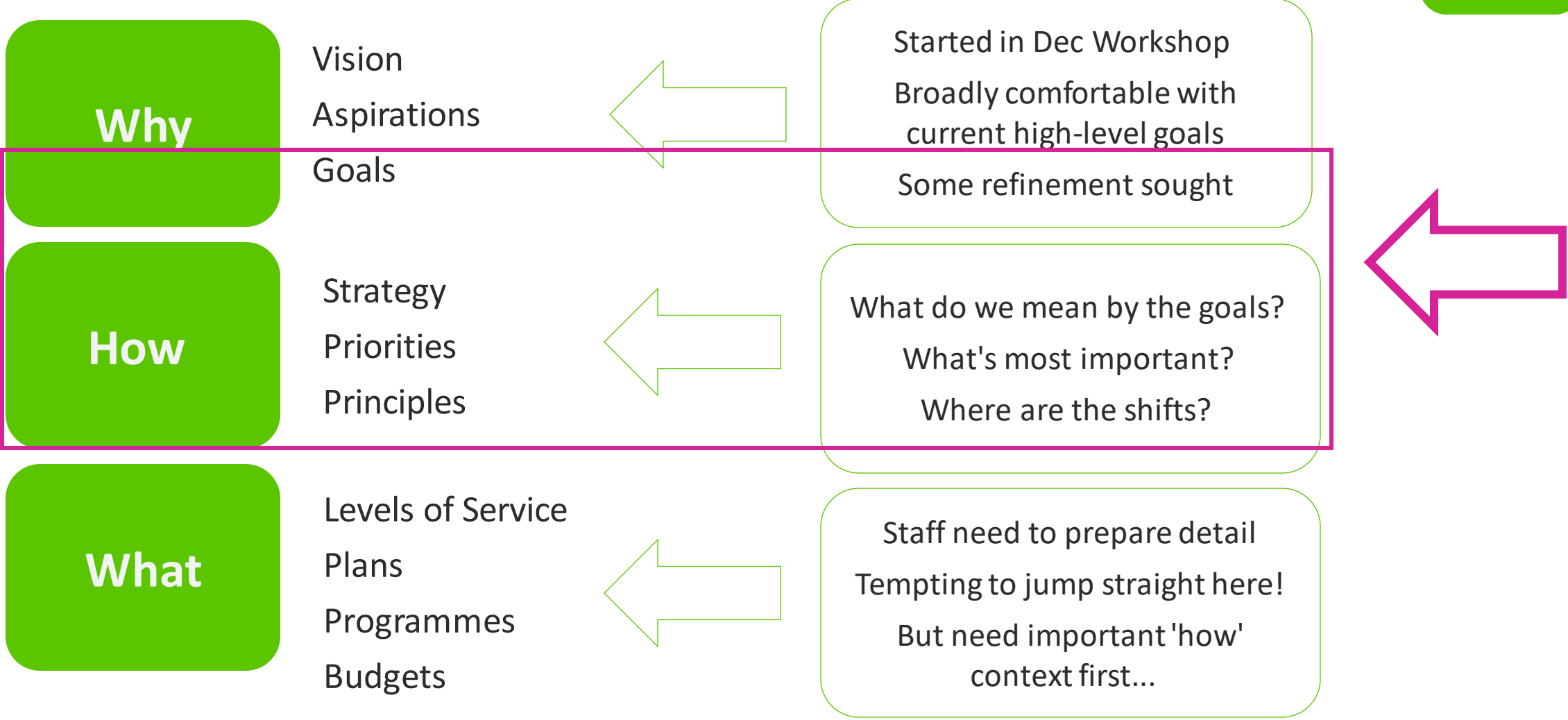
What

Levels of Service
Plans
Programmes
Budgets



Staff need to prepare detail
Tempting to jump straight here!
But need important 'how'
context first...

Strategic direction setting



Where we got to at the December session:

Vision & Goals discussion summary



Mixed views on Ambition:
What about
“opportunities” or
“experiences”?

He iti rā, he iti pounamu
Small city benefits, Big city ambition

An Innovative
and Growing
City

A Creative and
Exciting City

A Connected and
Safe Community

An Eco-City

A Driven and
Enabling Council

Is “Growing” the most
appropriate word?
Prosperous? Thriving?

Where does
Vibrant &
Active fit?

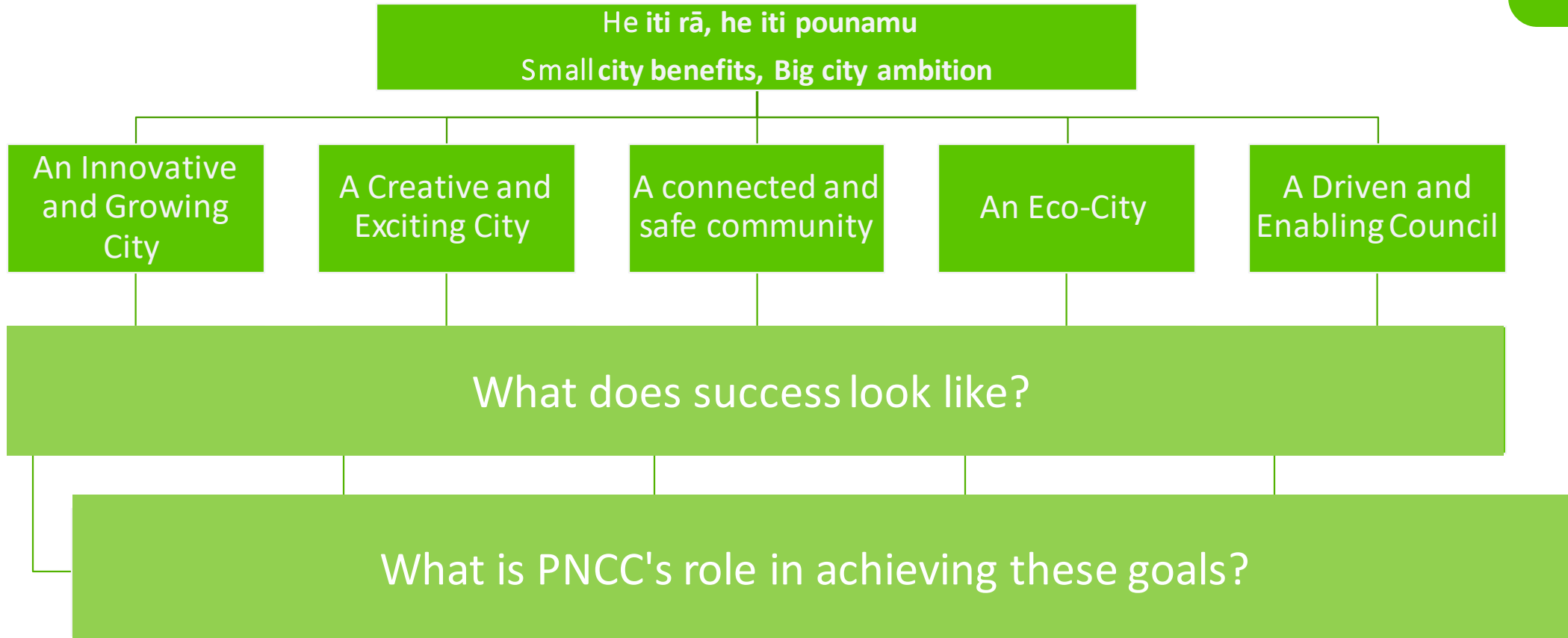
Where does
Diversity &
Inclusion fit?

Sustainable &
Resilient City?
Future-Fit City?

Responsive &
Enabling Council?
Where does
accountability fit?

Connections between these Goals and Plans

Where to next?



Next step = surveys. EMs assess real-world descriptions of these outcomes and activities, so that staff can prepare draft plans for EM discussion (costed levels of service and programmes)

2) City sector group views for the LTP



HE AHA RĀ NGĀ WHĀINGA MĀTUA?

WHAT REALLY MATTERS?

Ideas from the community to inform
the Palmerston North City Council
2024-2034 Long Term Plan



3) City Vision

5) City Vision

*He iti rā,
he iti pounamu*

**Small city benefits,
Big city ambition**

Discussion



4) Goal-by-Goal discussion

Discussion on priorities within each Goal/Strategy

An Innovative and Growing City (Goal 1) context – recap from December scene-setting



economic conditions challenging, but
city resilience due to mix of industries
labour market still tight (but some signs
of easing)

rising household incomes

rising cost of living

slight improvement in housing
affordability

organisational budget constraints

Discussion – Goal 1



You have told us Goal 1 is about:

productivity
prosperity (more than jobs)
innovation
diversification of industry

low carbon
housing
necessary infrastructure
sustainable development

1. In achieving this goal, how do you want council actions to improve each aspect of wellbeing?



Economic wellbeing



Cultural wellbeing



Social wellbeing



Environmental wellbeing

2. What areas of activity do you want to particularly focus on?

3. Where do you want to see the biggest shift?

A Creative and Exciting City (Goal 2) context – recap from December scene-setting



city culture and activity fundamentally affected by pandemic

wider region is one of least active, but city picture unclear

significant cultural institutions and participation in arts and events

major urban design changes in recent years

organisational budget constraints

Discussion – Goal 2



You have told us Goal 2 is about:

great lifestyle
city reflecting diverse community
supporting the arts and cultural
institutions
opportunities to be active

vibrant city
being active and healthy
students
working with partners
sustainable development

1. In achieving this goal, how do you want council actions to improve each aspect of wellbeing?



Economic wellbeing



Cultural wellbeing



Social wellbeing



Environmental wellbeing

2. What areas of activity do you want to particularly focus on?

3. Where do you want to see the biggest shift?

Connected and Safe City (Goal 3) context – recap from December scene-setting



according to Residents' Survey
perceptions of the city have declined:

- welcoming
- sense of community spirit
- embrace different cultures

significant community facilities
(libraries, social housing, community
centres)

increasingly diverse community
organisational budget constraints

Discussion – Goal 3



You have told us Goal 3 is about:

opportunities to connect
inclusion
safety
housing

social support
advocacy and working with partners
sustainable development

1. In achieving this goal, how do you want council actions to improve each aspect of wellbeing?



Economic wellbeing



Cultural wellbeing



Social wellbeing



Environmental wellbeing

2. What areas of activity do you want to particularly focus on?

3. Where do you want to see the biggest shift?

An Eco City (Goal 4) context

– recap from December scene-setting



climate change
city carbon emissions reduction not on track
40% carbon emissions from transport
council carbon emissions decreased
significant waste diverted from landfill
potential for more waste diversion
limited public transport use
biodiversity opportunities
increased focus on Manawatū River
is 'eco city' the right phrase?
organisational budget constraints

Discussion – Goal 4



You have told us Goal 4 is about:

climate change
carbon emissions reduction
protecting natural environment
biodiversity
waste minimisation

active and public transport
behaviour change
sustainable development
energy efficiency
food security

1. In achieving this goal, how do you want council actions to improve each aspect of wellbeing?



Economic wellbeing



Cultural wellbeing



Social wellbeing



Environmental wellbeing

2. What areas of activity do you want to particularly focus on?

3. Where do you want to see the biggest shift?

A Driven and Enabling Council (Goal 5) context – recap from December scene-setting



local government reforms
increased community expectations for
engagement
tight labour market
low voter turnout
is 'driven' the right word?
organisational budget constraints

Discussion – Goal 5



You have told us Goal 5 is about:

good governance

customers

active citizenship

operational excellence

high-performance culture

accountability

team approach

responsive organisation

your principles (inclusive, open, ambitious, bold,
enabling, guardianship, caring)

1. In achieving this goal, how do you want council actions to improve each aspect of wellbeing?



Economic wellbeing



Cultural wellbeing



Social wellbeing



Environmental wellbeing

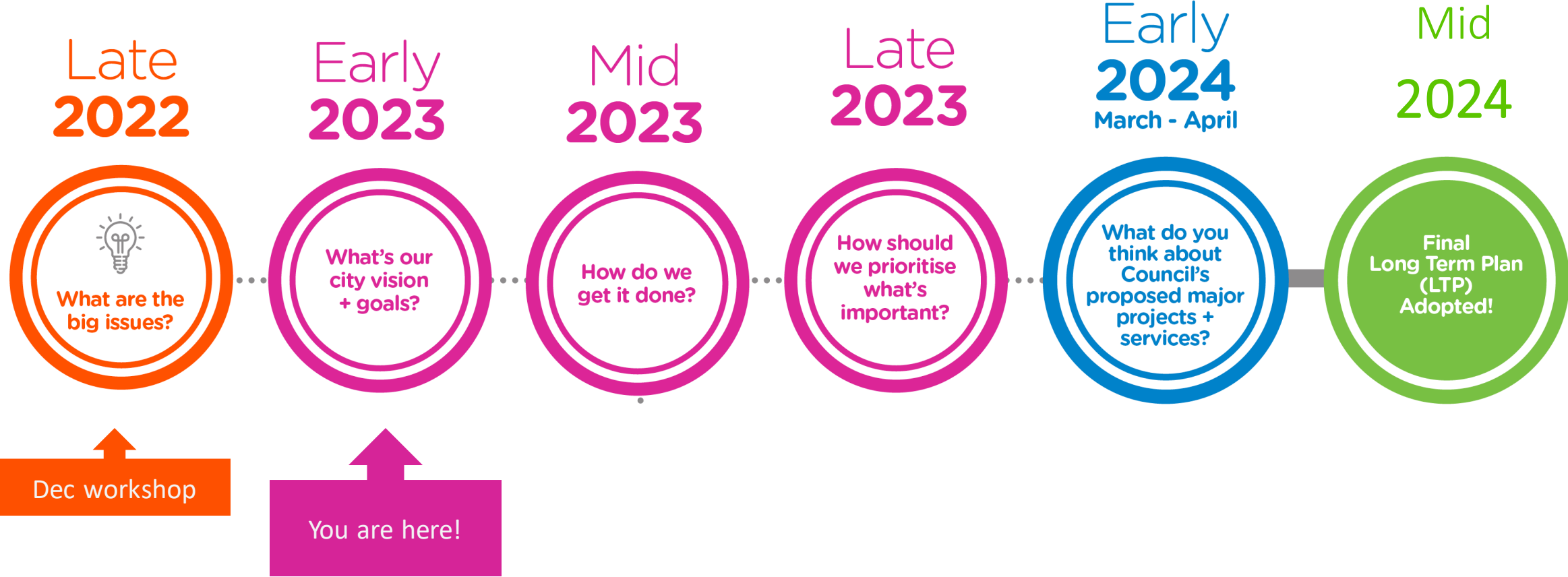
2. What areas of activity do you want to particularly focus on?

3. Where do you want to see the biggest shift?

5) The LTP path ahead

Managing our time together

5) The LTP path ahead



Major Tasks From Here for EMs



By Feb 2023	Confirm wording and intent of Vision and Goals
By Feb 2023	Post-retreat survey to Elected Members
12 April 2023	LTP workshop – survey results
By May 2023	Draft Financial and Infrastructure Strategies Draft strategies Draft Financial Policies
By May 2023	Draft levels of service
By June 2023	Draft Plans
Oct-Nov 2023	Prioritise levels of service and programmes
Feb 2024	Approve consultation material
Mar-Apr 2024	Consult the community
May 2024	Decide what is in / out of the Final LTP
June 2024	Adopt LTP and associated material

Full day LTP workshops:

- **Fri 12 May**
- **Fri 13 Oct**
- **Fri 10 Nov**

